

City of Muscatine
2013 Core Values, Vision and Mission
Adopted, November XX, 2013

Core Values

- Integrity
- Respect
- Innovation
- Excellence
- Professionalism
- Customer Service
- Fiscal Responsibility

Vision

Muscatine is a vibrant river community where a rich tradition of community pride and entrepreneurial spirit has created an outstanding environment to live and work. Muscatine values its history, has a strong sense of community, is rich in cultural and economic diversity, and has strong global connections. Muscatine residents, businesses and its local government are engaged and achieve goals through valued partnerships.

Mission

The City of Muscatine's mission is to provide a full-range of high quality, effective municipal services; excellent customer service; and sound fiscal management. We engage our community, producing results designed to enhance the safety, well-being and quality of life for our residents and business community. We are advocates for our community, valuing our history and working to shape our future.

Mission (Revised)

Provide effective municipal services, excellent customer service and sound fiscal management that improves quality of life.

Option 1

Provide effective municipal services, excellent customer service and sound fiscal management that improves quality of life and economic opportunity.

Option 2

Provide effective municipal services, excellent customer service and sound fiscal management that improves quality of life and ensures economic diversity.

Option 3

Provide effective municipal services, excellent customer service and sound fiscal management that improves quality of life and a sustainable economy.

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Long-Term Goals

- Implement Comprehensive Plan *and complete annual progress report.*
- Develop effective economic development strategies to encourage local investment and partnership.
- Partner with local organizations and governments to combine services or cooperate where feasible and appropriate.

Council and Management Agenda 2014-15

Quality of Life

- Provide for the City's existing levels of service with an emphasis on essential services.
- Coordinate and bring forth policies or programs in support of the Blue Zones and Community Improvement Action Team (CIAT)/Iowa Initiative for Sustainable Communities (IISC) initiatives. Examples include:
 - Blue Zones Worksite (2013),
 - Complete streets policy (2013),
 - Zoning ordinance update (Draft 2014, Adoption 2015),
 - Building Codes update (Subsequent to zoning),
 - Pedestrian master plan (2014),
 - Bicycle Master Plan (2014),
 - Community gardening (2014),
 - Built environment improvements (Burden report),
 - Walkability study and initiatives.
- Work to retain and develop resources that help provide for a safe community (e.g. state, federal, outside funding, Automated Traffic Enforcement (ATE), School Resource Officers, Street Crimes Unit, Drug Task Force, Fire Act, etc.).
- Promote community pride through beautification and placemaking programs.

Fiscal Responsibility

- Prioritize and determine funding sources for capital projects identified in the 5-Year Capital Improvement Plan. *(Draft December 2013, Adoption 2014)*
- Position the City to address potential shortfalls in revenue due to state and federal mandates.
- Monitor the long-term plan to eliminate the accumulated deficit in the landfill fund. *(Revisit with Committee 2014)*

Economic Development

- Promote a climate for businesses to thrive in Muscatine and work to retain Tax Increment Financing (TIF) as a municipal economic development tool. *(2014 Legislative Session)*
- Market economic development incentives (e.g. TIF, Enterprise Zone, Tax Abatement, *State Incentives*)
- Complete rewrite of the 1974 Zoning Ordinance (Draft 2014, Adoption 2015).
- Promote opportunities and incentives for infill (Residential Tax Abatement).
- *Promote voluntary annexation.*

Marketing

- Develop a marketing and branding initiative for the City of Muscatine in cooperation with the *Greater Muscatine Chamber of Commerce and Industry* (Chamber), *Convention and Visitors Bureau* (CVB), and IISC.
- Coordinate with the Chamber of Commerce and CVB to sell Muscatine as a great place to live, work and raise a family.
- Enhance the City's new website and expand the use of social media tools for public communication.
- Explore methods to improve public communication and marketing (e.g. committee, IISC and other studies, personnel, etc.)
- Increase marketing efforts that promote City activities, initiatives, successes and services (e.g. social media, apps, new technologies, web resources, dashboards, and other forums or outlets).

Lean/Continuous Service Improvement

- Focus on continuous improvement, employee initiative, and excellence in service
 - Complete initial lean training sessions (*January 2014, April 2014*),
 - Implement lean concepts/processes, identify metrics to report successes, *and provide annual progress report.*
 - Improve employee understanding and create buy-in of City-wide values, vision, mission, and goals.
- Explore and implement new technology improvements and strategies to promote efficiency and to reduce waste (e.g. software, apps, mobile technology, materials and equipment, etc.).

Capital Projects

- Pearl of the Mississippi Phase 3 – Depending on IISC results, work with community entities to bring forth a concept plan and identify projects to maximize funding opportunities and success (Soccer/multi-use fields, former Hawkeye site, Mad Creek trail, dog park, band shell).
- Mississippi Drive Corridor (2014-15 obtain environmental approvals and identify potential funding sources).
- Colorado Street (Substantial completion 2014)
- Cedar Street (Substantial completion 2014)
- Mulberry Avenue planning and design (2015)
- CSO (Multiple phases through 2028)
- Airport Layout Plan (Master Plan) 2014
- Airport Rehab of Primary Runway (2014-15)